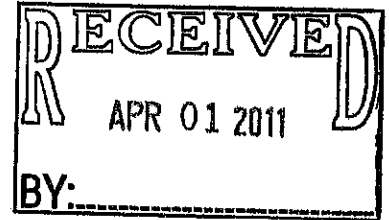


AltaPointe Health Systems, Inc.

310 Board Plan for Services

FY 2011 – FY 2012



Mission Statement

AltaPointe plans and facilitates a comprehensive healthcare system that promotes the wellness and recovery of people living with mental illness, substance abuse and intellectual disability.

Vision Statement

AltaPointeHealth Systems, Inc. will be recognized as an industry leader in providing an innovative and comprehensive healthcare system that promotes and advances best clinical practices, education, staff development and satisfaction, strategic partnerships, and advanced technology.

Counties Served

Mobile and Washington Counties in Alabama

Population Served

AltaPointe Health Systems, Inc. (AltaPointe/AHS) provides or ensures the provision of services to seriously mentally ill adults; seriously emotionally disturbed children and adolescents; intellectually disabled children and adults; and those adults and adolescents in need of services for substance abuse in the service area.

The metropolitan area including MobileCounty is 2,828 square miles. The City of Mobile is the dominant urban area in the county with cities of Saraland, Prichard, Chickasaw, Bayou la Batre and other townships lying north and south of Mobile. The most recent estimated population for the Mobile SMSA is 581,775 with a median age of 39. The population is 65% Caucasian, 28% African-American, 1.7% Hispanic and 0.5% other origin. Median household income for the area is \$43,876.

WashingtonCounty is located in southwest Alabama and enclosed by the Mississippi state line, ChoctawCounty, the TombigbeeRiver and MobileCounty. The county is 682,000 acres and about 1,065 square miles. About 88% of the land is situated forest and pine plantations. Urban areas include the towns of Chatom (where a satellite office of AltaPointe is located,) McIntosh and Millry. Washington County's population is approximately 17,069. Farming is an important aspect of rural WashingtonCounty.

Planning Cycle

As the 310 agency for Mobile and Washington counties, AltaPointegathers information for the purpose of planning no less than every two years to assess needs in the community for services to the mentally ill, the intellectually disabled, and those with substance abuse issues.

Stakeholders and their Roles

Community providers provide information on services currently being performed as well as information on consumer demographics, funding sources, development opportunities, barriers to services and consumer needs for services.

Consumer and family input provides primary source information on services provides and is sought primarily through consumer satisfaction surveys distributed monthly by AltaPointe's Performance & Improvement and other providers. The surveys solicit specific suggestions and comments on care and treatment from consumers and their family members.

The Consumer Council for AltaPointe, consisting of consumers and/or legal guardians of child or adolescent consumers who have volunteered to work with AltaPointe administration, provides a consumer's perspective on the quality of services provided and suggestions for programmatic or operational modifications to better serve consumers. The Council was founded on the premise that consumers of AltaPointe should have input into matters concerning consumer care. The Council meets with the Director of Performance Improvement and provides suggestions for improvement. The Performance Improvement Department takes the ideas and suggestions to the Performance Improvement Committee (consisting of the 310 Leadership Team) for consideration, implementation or feedback.

Leadership and management staff of AHS meet monthly with the local affiliate of the National Alliance for the Mentally Ill to address consumer and family needs for services to the mentally ill, access to care, barriers to services and other issues that impact effective service delivery to the mentally ill. All information received is reported to the appropriate member of the leadership staff immediately following each meeting for problem resolution and exploration of ideas. Over the

years, the NAMI members have provided AltaPointe Health Systems with valuable information on access to care, crisis intervention services, residential care needs and other service needs of the seriously mentally ill.

The Region III office of the Alabama Department of Mental Health serves the local area for services to the intellectually disabled and is fully responsible for the monitoring and evaluation of services to the intellectually disabled in the community. Through contract with the Department of Mental Health, AltaPointe's ID case management department provides the initial assessment of persons seeking services, assists the Department in management of the waiting list for services provided through the various Medicaid waivers, monitors services provided to persons receiving waiver services, and provides monitoring of the three group homes providing dual ID/MI services in Mobile.

Method of Needs Assessment

AHS meets as needed with each of the major providers under contract with the 310 Board for state or local funding, as well as several other agencies and stakeholders in the community, to review current service provision and to assist in the assessment of service needs for this area. Those participating in this assessment process include community providers that provide services funded by the Department of Mental Health, consumers, family members, the AltaPointe Health Systems Consumer Council, the local affiliate of the National Alliance for the Mentally Ill, and the Region III office for Intellectual Disabilities Services for the State of Alabama.

Annually, the Leadership Team for AltaPointe Health Systems reviews its Strategic Plan including the Mission, Vision, budget, clinical and administrative programming and staffing in light of service needs, trends, new treatment alternatives, and program funding for specific community needs.

When a specific service need is noted and funding identified, the Clinical Director, program manager and other clinical or administrative personnel design a program to meet the need, developing the program description for approval by leadership and the Alabama Department of Mental Health or other funding source.

The Consumer Council for AltaPointe Health Systems; the local affiliate of the National Alliance for the Mentally Ill; and consumers and families provide additional sources of information to assist in the assessment of needs for mental illness services. Surveys solicit information on meeting the treatment needs of the consumers, consumer knowledge of service provision and access to services, involvement in the treatment plan, etc. AltaPointe Health Systems maintains regular contact with each of these groups to solicit information to include in assessing the needs of individual consumers as well as consumer groups.

Often, needs are identified through contact with other agencies in the community that call on AltaPointe to address a particular need. The organization enjoys a respectful working relationship with the Mobile County Public School System, Strickland Youth Center, various federally qualified health centers, the Mobile County Department of Human Resources and other agencies and service providers in the community where community needs are identified and explored.

Further, AltaPointe's accreditation processes occasionally identify areas of weakness in addressing a particular need in the community.

Information gathered from each of the areas above are reported to the various leadership team members and considered in the annual review of the Strategic Plan.

Prevention Services

Needs for the proposed prevention services (identified in the Strategic Plan for Substance Abuse Prevention Services) are identified by compiling and analyzing available information regarding demographic data, youth survey data, and risk and protective factor data for the catchment area. This process solicits input and involvement from key leaders in the community, in addition to service providers.

Other assessment tools/data sources utilized to identify substance abuse prevention and treatment needs for adolescents include:

- 2010 Census Data for Mobile and Washington counties
- Alabama Kids Count Data for Mobile and Washington Counties
- Alabama DMH Youth Survey Data for Mobile and Washington counties
- Alabama DMH Risk & Protective Factors Data for Mobile and Washington counties
- Alabama DMH Indicators of Prevention Need for Mobile and Washington counties

Intellectual Disability Services

The waiting list for consumers seeking intellectual disability services is the primary basis for assessing the service needs of the intellectually disabled in the community. The case management staff, through its intake process, performs a criticality review that identifies day habilitation, residential and support services needed for each individual to be served. Needs are addressed with service providers to determine service capacity. In all instances, consumer choice is the driving force in the identification of the service provider.

Areas of Greatest Unmet Need

Mental Illness

There is a need to bridge the gap between children's services and the services designed for the adult SMI service population, for those transitional age young adults who do not meet the definition of SMI but have medication and treatment needs.

Psychiatric services for high-risk youth receiving services through the Department of Human Resources has also been identified as a need in Mobile and Washington counties.

Need to review the feasibility of specialized day services for senior adults.

Need to review the feasibility of specialized in-home or Bridge team for senior adults.

Need to assess specialized services for persons dealing with trauma, especially with increase in returning veterans.

Substance Abuse

In addition, halfway houses are needed for women exiting residential treatment programs who need additional support before returning to the community.

Need medically supervised and non-medical detox program.

Peer specialists are needed.

Intellectual Disability

There is a continued need for sufficient psychiatric services.

Crisis stabilization residential services are needed especially with recent and expected future moves of individuals to the community.

Summer programming for school-age children is needed.

Supports and Services

Currently Provided

Mental Illness

AltaPointe Health Systems serves the Mobile and Washington County community as its 310 Authority for planning and services provision to the mentally ill, intellectually disabled and those in need of substance abuse services. The 310 Board is a comprehensive community mental health center that has provided services to the mentally ill in the Mobile area since 1957 and more recently assumed responsibility for the provision of services to the mentally ill in Washington County.

Services provided directly by AltaPointe Health Systems are:

- 24-hour crisis/emergency services;
- Inpatient psychiatric beds for adults in need of Probate Court evaluation and for adults in need of crisis stabilization;
- Adult Residential Services including nine 10-bed group homes, two medical group homes; one intermediate care group home with partial hospitalization services; four 5-bed homes, seven 2-3 bed residences, 80+ apartments and over 100 contracted beds providing extended housing for persons in various phases of recovery from mental illness;
- Outreach and placement services to nursing home and assisted living facility residents;
- Adult outpatient services for seriously mentally ill adults including psychiatric, nursing, counseling, case management, ACT team, and Bridge team services provided at five sites in Mobile and Washington counties;
- Adult Day Treatment Services providing day treatment and rehabilitation day treatment services in four sites;
- Jail diversion services for seriously mentally ill adults ;
- Two transitional age residential programs;
- Independent living program for transitional age youth;
- Intensive in-home intervention teams for children, adolescents, and transitional age youth;

- Specialized intensive in-home intervention teams for adolescent males with juvenile justice involvement;
- Specialized school-based mental health services for youth attending an alternative educational placement;
- Mental health assessment services provided in local health department and juvenile court;
- Outpatient services for seriously emotionally disturbed children and adolescents at four major sites in Mobile and Washington counties;
- Child and adolescent day treatment/educational services;
- Specialized child and adolescent day treatment services for the dually diagnosed ID/SED population;
- A 20-bed child and adolescent hospital unit;
- A 34-bed child and adolescent residential unit;
- A 40-desk educational day treatment program for SED children through the Mobile County Public School System;
- An in-house pharmacy for the Indigent Drug Program.

Sub-contracted services to the mentally ill

AltaPointe also provides foster home, independent living, and placement and clinical services to adults and senior adults through sub-contracts with Bayou Oaks, Lewis Community Care, Parker Foster Homes, Petway& Sons, Petway Residential, Wafer Community Care, Allen Memorial, Citronelle Nursing Home, Cogburn Health and Rehabilitation, Crowne Health Care, Eight Mile Nursing and Rehabilitation, Gordon Oaks, Grand Bay Convalescent, Kindred Healthcare, Lynwood Nursing Home, SeaBreeze Nursing Home, Springhill Manor Nursing Home, Springhill Senior Residence, Mobile Nursing and Rehabilitation, Ashbury, Carrington Place, and Twin Oaks Nursing Home.

Substance Abuse

AltaPointe provides substance abuse treatment for adults on an outpatient basis. Specific services include:

- Methadone maintenance/medication assisted treatment;

- Adult intensive outpatient program including services to the dually diagnosed;
- An intensive outpatient program specialized for pregnant women and women with children;
- HIV prevention services;

Sub-contracted substance abuse services

AltaPointe sub-contracts Alabama Department of Mental Health funds to The Bridge, Inc., the Salvation Army's Dauphin Way Lodge, the Drug Education Council, and Franklin Primary Health Center, Inc.

The Bridge provides an adolescent substance abuse residential program for males and an adolescent outpatient program.

The Salvation Army's Dauphin Way Lodge program provides sub-contracted adult IOP services and adult residential alcohol and drug treatment services.

Substance abuse prevention services in Mobile and Washington counties are provided primarily through sub-contracts with the Drug Education Council, Inc. and Franklin Primary Health Center, Inc. A variety of programs are provided aimed at specific target populations and addressing specific risk factors in the community. Substance abuse prevention services are discussed more fully in the Substance Abuse Prevention Plan for Mobile and Washington counties.

Intellectual Disability

Services:

Services to the intellectually disabled in Mobile and Washington counties are developed and provided through sub-contracts issued by Region III of the Alabama Department of Mental Health . The office contracts directly with and provides oversight of services provided by Volunteers of America, The Learning Tree, Mobile Association for Retarded Citizens, AltaPointe Health Systems, Inc., L'Arche, ECI, Inc., as well as eight independent contractors providing foster home services. The 310 Board is responsible for the case management services for intellectual disability provided through contract with Region III.

The service array includes:

- Day habilitation;
- Residential services;

- Skilled nursing;
- Behavior therapy;
- Physical therapy;
- Occupational therapy;
- Respite care; and
- Case Management.

Needed Expansion

Mental Illness

Expansions are needed in short-term acute care psychiatric beds for adults and children.

The Mobile area is in need of expanding its jail diversion program to divert additional mentally ill adult consumers who do not meet the definition of SMI or those with primary substance abuse issues, toward treatment services rather than incarceration, when appropriate.

Expansions are needed in in-home services to function as Bridge teams for persons leaving the BayPointe crisis stabilization services or to assist consumers transitioning from the State hospital system or the Mobile Infirmary psychiatric unit into the community.

Two transitional age group homes were established in the past planning cycle for mentally ill consumers, 18 to 21 years of age. The area needs additional services targeted for this age group.

Mobile currently provides limited case management services for the homeless. Additional outreach to the homeless SMI adults is needed.

AltaPointe has therapists in a limited number of schools in the Mobile County Public School System. The system has identified a great need for additional school-based counseling.

With the frequency of disasters hitting the Gulf Coast, Mobile needs to continue to assess the adequacy of interpreting services, particularly for the various dialects in the Asian population of south Mobile County.

The organization has had success with the 3-bed group homes for the MI/ID population; there may be a need for additional homes for this population.

Additional in-home services for children and adolescents would allow more intensive service provision and include better interaction with the family.

Need to expand efforts in primary care integration.

Continue to expand services through telehealth in order to make services more accessible.

Additional peer specialists may be needed.

Substance Abuse

The community is in need of expanded case management services and IOP for adolescents.

Expansions in all outpatient services to adolescents including individual, group and family counseling could be utilized.

Expansion in IOP services for adults.

Additional residential treatment capacity for males and females.

There is additional need for psychiatric services for the dually diagnosed to address the needs of those with substance abuse issues who have non-SMI mental health issues but who need psychotropic medication.

Intellectual Disability

Personal care services.

Respite care services.

Expansion of children's case management services.

Expansion of psychiatric services.

Plan Goals/Objectives

Goal 1:

Expand regional short-term acute care psychiatric beds for adults.

Objectives:

- a. Complete reconstruction of hospital in Daphne.
- b. Obtain hospital licensure for Daphne facility through Department of Public Health.
- c. Obtain Medicare certification for hospital services.

Goal 2:

Expand regional short-term acute care psychiatric beds for children.

Objectives:

- a. Achieve objectives in Goal 1.
- b. Re-allocate Mobile-Baldwin psychiatric hospital beds to best serve community needs.

Goal 3:

Expand Access to Care to include evening hour coverage.

Objectives:

- a. Perform study of peak call volume.
- b. Allocate staff or add additional staff as needed to provide adequate call coverage.
- c. Monitor call abandonment rates to ensure performance remains within acceptable norms.

PlanMonitoring & Evaluation

Mental Illness and Substance Abuse

AltaPointe Health Systems, Inc., the primary service provider for services to the mentally ill, is certified by the Alabama Department of Mental Health, accredited by The Joint Commission and licensed by the Alabama Department of Public Health that each monitor the quality of services provided its recipients against standards of care promulgated by each certifying body.

Through its Performance Improvement Department, consumer and family surveys provide timely monitoring of services provided by AltaPointe Health Systems. Results of the surveys are forwarded through the various committees of AltaPointe's Performance Improvement program to the Performance Improvement Committee, which consists of the top management of the corporation. In addition, AltaPointe employs a Consumer Needs Specialist whose primary responsibility is to assist consumers with problem resolution. As a member of the Performance Improvement department, the Consumer Needs Specialist has direct contact with the Director of Performance Improvement allowing a free exchange of suggestions, recommendations and complaints made by our consumers.

During the annual Strategic Planning meeting held, AHS' leadership team evaluates the organization's performance in the past year, in terms of resource allocation, service provision and consumer satisfaction. This organization-wide review is followed by individual program and departmental reviews and goal-setting steering the various components of the organization toward congruent goals and objectives. Specific review of programming is conducted to ensure that they meet the current needs of the community.

Our service provision is addressed and programs evaluated for efficacy, comprehensiveness, viability and need. Throughout the year, review of clinical programming and the administrative infrastructure needed to manage the organization is continuous and dynamic to avail AltaPointeof emerging opportunities for advancements in the field of behavioral healthcare and to evaluate its performance in meeting the needs of its consumers.

Sub-contractors of services for substance abuse treatment and prevention services conduct independent satisfaction surveys of recipients of services and conduct pre-and-post-service tests to monitor individual programs' effectiveness with a specific target population.

Consumers serving on the Consumer Council of AltaPointe provide direct input and evaluative services to the organization's leadership on the services they receive. The Director of Performance Improvement works directly with the Consumer Council to explore and evaluate service provision and access to services.

Intellectual Disability

The Region III office conducts an annual survey developed by the National Association of State Directors of Developmental Disabilities Service and Human Services Research Institute of 100 individuals receiving services throughout the region. The survey seeks direct input from individuals on such matters as provider courtesy, safety and environment, service satisfaction, personal satisfaction, community inclusion, and consumer rights. The results are compared with national norms through the National Core Indicator project.

In addition, individual providers of services to the intellectually disabled conduct surveys of consumers served to determine consumer satisfaction with services/supports and staff.

Funding Resources

Current Fiscal and Collaborative Resources

AltaPointe receives funding from various federal, state and local sources through contracts and grants as well as Medicaid, Medicare, SEIB, PEEHIP, private insurance and private pay.

Future Fiscal and Collaborative Resources

In addition to the above resources:

The Medicaid Rehab Option could provide the funding needed to support certain expanded services noted in the Plan for Services.

Medicare certification will assist in defraying the costs of inpatient psychiatric care for adults who qualify.

Private insurance and Medicaid will provide reimbursement for inpatient psychiatric care for children and adolescents.

It is anticipated that grant funding, if received, will support many of the additional needed services that have been identified.